

Recommended

New Employee Orientation Guide *for* **Idaho State Agencies**

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AS YOU BEGIN

Orienting new employees to their jobs and to their workplaces is a key element in the employee's success, happiness, and longevity with an agency. A good orientation program manifests the value that employees are the agency's greatest resource.

A good orientation program serves several purposes in terms of recruitment and retention:

- It reduces start-up costs and increases productivity by getting the new employee 'up to speed' more quickly.
- It reduces employee anxiety concerning the organization's culture, values, expectations, benefits, and timelines. It gives the employee information.
- It reduces employee turnover. An orientation program is a visible sign that the agency values its employees. It gives new employees tools to succeed in a new environment and can set the tone for an agency.
- It saves time for supervisors and co-workers by getting basic information covered.
- It develops realistic job expectations and can create positive attitudes.

TIPS

Orientation Implementation Tips

(Taken from the Human Resources Center Services: Employee Orientation, IPMA-HR, March 2000)

Human Resource professionals and managers first need to consider key orientation planning questions before implementing or revamping a current program:

- What things would new employees need to know about this work environment that would make them more comfortable?
- What impressions and impact would I want to make on a new employee's first day?
- What key policies and procedures must employees be aware of the first day to avoid mistakes on the second day? Concentrate on vital issues.
- What specific things can I do to ensure that new employees will begin to know their co-workers without feeling overwhelmed?
- What special things (desk, work area, equipment, special instructions) can I provide to make new employees feel comfortable, welcome, and secure?
- What positive experience can I provide for new employees that they could discuss with their families? The experience should be something to make the new employee feel valued by the organization.
- How can I, as the supervisor, ensure that I will be available to new employees on the first day to provide personal attention and to convey a clear message that they are important additions to the work team?

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TIPS

Remember, first impressions are critical. Here are some tips for putting your best foot forward:

- Begin before the new person does. Send an agenda to the new employee with the offer letter so the employee knows what to expect. Stay in touch after he or she has accepted the position to answer questions or help in other ways. Also, make sure the new person's work area is ready for the first day of work.
- Make sure everyone knows the employee is starting and encourage them to come to say "hello" before orientation begins.
- Assign a mentor or partner to show the new person around, make introductions, and start training. Choose the mentor carefully and let the mentor have sufficient notice so he or she can make preparations.
- Start with the basics. People become productive sooner if they are firmly grounded in the basic knowledge they need to have to understand their job. Focus on the why, when, where, and how of the position before expecting them to handle assignments or big projects. Don't overwhelm them with too much information.
- In the orientation packet, provide a copy of the individual's job description along with samples on how to complete forms.
- Provide a list of frequently asked questions with a contact name and number.

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TIPS

- Have some fun. Don't spend time on every aspect of the handbook, only on the very important topics. Play some games which can help the learning process. Examples:
 - Photo match after the tour. Each employee is provided photos of other employees and a list of names. The object is to match the name with the face.
 - Word puzzle or other games that pertain to what they have learned during the orientation.
- Plan to take the new hire to lunch. The first day on the job for the new employee can be awkward. This is a good time for managers/supervisors to take the employee to lunch; include other co-workers.
- Give the new person some responsibility for his or her own orientation. Offer opportunities for self-directed learning.
- Keep the new hire's family in mind. A new job means adjustment for the entire family, especially if they have relocated. Do what you can to ease the transition.
- Ask for feedback. Find out from former new hires how they perceived the orientation process, and don't be afraid to make changes based on those recommendations. See "Follow Up New Hire Interview" at the end of this packet.

WELCOME PACKET

New Hires need easy and immediate access to information.

Send a 'Welcome Packet' to new employees before they start work. Allow time for new hires to study materials and complete basic forms before their start date.

A Welcome Packet should include:

- A welcome letter from the department head
- An invitation to the agency orientation program (see sample)
- Any required policy review (see sample Certification of Understanding and New Employee Review Form)
- Location of web based benefit information at <http://www.dhr.idaho.gov/StateEmployees/Benefits.aspx> or <http://adm.idaho.gov/insurance/insurance.html>
- A copy of the job description
- Any specific forms that need to be completed such as I-9, W-4, and Direct Deposit forms

sample

You should edit this page to reflect your agency

Idaho Division of Human Resources

Welcome!

**You are cordially invited to attend the
New Employee Orientation**

Date: January 1, 200_

**Location: 700 W. State St.
Boise, Idaho 83720**

For more information, please call 208-334-2263

sample

You should edit this page to reflect your agency's policies, procedures, and availability of resources

New Employee Certification of Understanding

The following list provides information you, as a new employee, need to know about human resource policies/procedures, practices, and responsibilities within the _____ Department.

{This information supersedes all previous handbooks, policies and procedures, policy memorandums and oral or written statements pertaining to policies described here.}

Within the first month of your employment, you are to read these policies, ask any questions you may have, sign this form, and submit the signed form to your supervisor or designated Human Resource contact.

Problem Solving & Due Process

Compensation, Including Overtime and Compensatory Time

Reasonable Accommodations/ADA

Sexual Harassment and Other Illegal Discrimination

Conflict of Interest - Nepotism

Alcohol and Drug-Free Workplace Policy

In addition, you are expected to view the DVD's, videos, CD ROMs, and online learning sites listed on the attached page and certify that you have reviewed them within the first six months of your employment.

I certify that I have read and understand the above policies and procedures of the Department of _____. I further understand that violation of any of these policies could result in disciplinary action up to and including dismissal.

Employee Name (Please Print)

Employee's Signature

Date

Please return this form to your Human Resources Office.

Copy: Employee Personnel file

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sample

You should edit this page to reflect your agency's policies, procedures, and availability of resources

New Employee Review Form

The DVD's, videos, CD ROMs, and online learning sites listed below provide information you need to know about employee expectations and responsibilities within the _____ Department. This information is related to the policies, procedures, and policy memorandums you have already reviewed.

You are expected at your earliest convenience, but no later than six (6) months from starting work, to view this information. The DVD's, videos, and CD ROMs can be obtained from your agency Human Resource office. After reviewing the required resources, please initial below and return this form to your agency Human Resource office.

DVD's/Videos

Drug Free Workplace	_____ initials	_____ date reviewed
Employee Assistance Program	_____ initials	_____ date reviewed

CD ROMs

Harassment Prevention	_____ initials	_____ date reviewed
Workplace Violence Prevention	_____ initials	_____ date reviewed
Acceptable Use of the Internet	_____ initials	_____ date reviewed

Online learning

Performance Management Online	_____ initials	_____ date reviewed
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I certify that I have reviewed the above on the dates indicated.

Employee Name (Please Print)

Employee's Signature

Date

Please return this form to your Human Resources Office.

Copy: Employee Personnel file

THE DEPARTMENT

A new hire's introduction to the department should be completed within 1-2 weeks. This should be carried out by the new employee's supervisor and/or human resource staff.

Review with the Employee:

General Information

- Mission, culture, values, and goals of the department
- Trends and directions
- Who's who in the department

Starting the Job

- Probationary period
- Supervisor and Human Resource contacts
- Scheduled benefits appointment with human resources
- Required reading and/or training
- Overview of state's classification and compensation systems - <http://www.dhr.idaho.gov/StateEmployees/Compensation.aspx>
- Review of performance management process, evaluations, and merit review process
- Assignment of a mentor or sponsor

Learning and Development Opportunities

- Department opportunities and resources
- Educational assistance
- DHR opportunities and resources

BENEFITS

A one-on one appointment with a new hire to review benefits should be completed within 1-2 weeks of hire. This is often carried out by human resources.

Insurance Plans

- Health
- Dental
- Vision
- Term and Supplemental Life
- Short and Long Term Disability
- Long Term Care
- Flexible Spending Accounts

Leave Benefits

- Paid vacation
- Sick leave
- Personal leave days
- Paid holidays
- MDA – Medical appointments

Retirement Plans

Supplemental Savings Plans

- Deferred Compensation
- PERSI Choice 401K

Employee Assistance Program (EAP)

Integrated Behavioral Health Plan (IBHP)

Electronic Paystubs, Timesheets and Direct Deposit

Optional Insurance Programs

THE JOB

An introduction to the job should be provided by the supervisor on the date of hire and be ongoing. The job introduction should include . . .

Work group and space

- Introduction to staff
- View workspace

Tour of agency and important places

- Restrooms
- Coat areas
- Cafeteria and break area
- Parking areas and regulations

Work hours

- Telephones
- Breaks, mealtimes
- Leave request process and forms
- Other rules

Internal and External Resource Availability

- Telephones – location codes and long distance; voice mail
- Copier, fax machine, laptops, cell phones
- Keys, tools, and other issued items

Safety and Loss Control

- Emergency codes, exits, and procedures
- Injury prevention and reporting
- Workplace violence issues

continued . . .

THE JOB

Computer System

- Log On and password
- E-mail, Internet, Intranet
- Software available; download policy
- Important websites – Department website, DHR-State Employees, Employee Portal, Access Idaho

General

- I-time or timesheet
- Parking regulations
- State ID Card
- Travel requests and vouchers
- Credit card(s), P-card
- Bulletin board or newsletter

Job Description and Responsibilities

- Purpose
- Performance expectations/goals
- Duties and responsibilities
- Handling confidential information
- Internal and external written communication protocol
- Customer service focus
- Employee development, promotions/transfers

Use and Location of Personnel Procedure Manual

- Internal agency procedures manual
- DHR Administrative Rules

Training Opportunities

- Internal
- External

Self-Guided Training

- Online learning and web based training
- Computer software
- Manuals and workbooks

New Hire Checklist

sample

You should edit this page to reflect your agency

This form is to be completed by the supervisor/manager indicating that the employee has received the appropriate and necessary information to do his/her job. The signatures below indicate that this information has been covered and the employee understands the information being discussed. **This form should be returned to the Human Resource Office within seven (7) calendar days from the date of hire.**

Working Environment

- | | |
|--|-------------------------------------|
| <input type="checkbox"/> Introduction to Work Group and Work Space | <input type="checkbox"/> Coat Areas |
| <input type="checkbox"/> Restrooms | <input type="checkbox"/> Break Area |
| | <input type="checkbox"/> Cafeteria |

Job Description and Responsibilities

- | | |
|---|--|
| <input type="checkbox"/> Purpose | <input type="checkbox"/> Promotions and Transfers |
| <input type="checkbox"/> Duties and Responsibilities | <input type="checkbox"/> Use and Location of Personnel Procedure Manual; Memo Writing Protocol |
| <input type="checkbox"/> Customer Service Focus | <input type="checkbox"/> Handling Confidential information |
| <input type="checkbox"/> Performance Expectations and Goals | |

General

- | | |
|--|--|
| <input type="checkbox"/> Work Hours | <input type="checkbox"/> Parking |
| <input type="checkbox"/> Breaks | <input type="checkbox"/> ID Card |
| <input type="checkbox"/> Mealtimes | <input type="checkbox"/> Travel Requests and Vouchers |
| <input type="checkbox"/> Time Sheets/I-Time | <input type="checkbox"/> Credit Cards(s) |
| <input type="checkbox"/> Leave Request Process & Forms | <input type="checkbox"/> Bulletin Board and Newsletter |

Internal and External Resource Availability

- | | |
|--|---|
| <input type="checkbox"/> Telephones, Cell Phones | <input type="checkbox"/> Fax Machine |
| <input type="checkbox"/> Voice Mail | <input type="checkbox"/> Keys, Tools, other issued items |
| <input type="checkbox"/> Copier | <input type="checkbox"/> Department Automobiles |
| <input type="checkbox"/> Laptop | <input type="checkbox"/> DVD's, Videos, CD ROMs, and Policy Manuals |

Computer System

- | | |
|---|--|
| <input type="checkbox"/> Log-On/Password | <input type="checkbox"/> Software Programs |
| <input type="checkbox"/> E-mail | <input type="checkbox"/> Important websites – Department website, DHR-State Employees, Employee Portal, Access Idaho |
| <input type="checkbox"/> Internet, Intranet | |

Safety and Loss Control

- | | |
|---|--|
| <input type="checkbox"/> Emergency Exits and Procedures | <input type="checkbox"/> Reporting Injuries |
| <input type="checkbox"/> Injury Prevention | <input type="checkbox"/> Workplace Violence Issues |

Self - Guided Training

- | | |
|--|---|
| <input type="checkbox"/> Manuals | <input type="checkbox"/> Online Learning |
| <input type="checkbox"/> Workbooks | <input type="checkbox"/> Other Training Opportunities |
| <input type="checkbox"/> Computer Software | |

Employee Signature

Date

Supervisor's Signature

Date

THE INTERVIEW

Orientation is not a one-time event, it is a process. It's important to design an activity for new hires to give feedback to supervisors or Human Resources on their experiences with the orientation process. This is sometimes where a reality check of the agency's perceptions of itself can be measured against actual experience. It's important that state agencies follow up with new hires a few months after the probationary period ends.

See the sample Follow Up New Hire Interview on next page.

Follow Up New Hire Interview

This interview should take place between the new hire and the supervisor or manager approximately 1-2 months after the probationary period ends. Create an environment that is conducive to sharing information. The purpose of the interview is to gain information about how to make the orientation process more valuable to the employee and to answer any questions that the new hire may have. Generally speaking, information shared in this interview would be of benefit to the supervisor/manager or to human resources. Be sensitive to the fact that some information shared may be of a confidential nature.

You recently completed your orientation with the Department. We are interested in your feedback about your orientation and about your new job:

1. What processes or events were most valuable to you during your orientation?

2. What resources or information were you lacking during orientation that would have been helpful?

3. Do you feel you have adequate resources and/or information to perform your new job at this point?

4. Are there work processes that you have participated in or observed for which you would like to offer input for improvement?

Resources

Program Samples Online:

- Department of Civil Service, Michigan
http://www.michigan.gov/mdcs/0,1607,7-147-6879_15761---,00.html
- Rensselaer Polytechnic Institute, Division of Human Resources
<http://www.rpi.edu/dept/hr/recruit/newempchecklist.html>
- Department of Personnel, State of Tennessee
http://www.state.tn.us/personnel/resources/EH/EOH_4_18_05.pdf

Books:

Creative New Employee Orientation Programs: Best Practices, Creative Ideas, and Activities for Energizing Your Orientation Program, Doris M. Simms, December 2001

Recruiting, Interviewing, Selecting and Orienting New Employees, Diane Arthur, June 1998

New Employee Orientation Training (Astd Trainer's Workshop Series), Karen Lawson, ASTD; Bk&CD-Rom edition, September 2, 2002

For other resources, visit:

The Society for Human Resource Management (SHRM) Online
<http://www.shrm.org>

The National Association for State Personnel Executives (NASPE)
<http://www.naspe.net/>

International Public Management Association for Human Resources (IPMA-HR)
Employee Handbook Toolkit
<http://www.ipma-hr.org/>

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